



Caliper Potential Report Caliper Profile

Confidential assessment of
Hilary Manager

Prepared for
ABC Company Ltd

Prepared by
Caliper Consultant

Date
June 2006

Solutions for peak performance.



Hilary Manager
ABC Company Ltd

Position for consideration: Support Manager

Strengths

1. Hilary appears to be a highly structured individual, with a diligent and conscientious outlook to managing her time; she should be very 'company spirited' when adhering to guidelines and protocols, and is likely to see a key component of the role as being the 'advocate' of good practice in terms of inculcating high standards in others. Her extremely strong personal sense of detail as depicted in the Profile, suggests that she will take great pains to ensure that all her activities/projects are followed up properly with the necessary administration. Overall, her management style is likely to be fairly controlling in the sense that she probably maintains an "eagle eye" over everyone's activities and is quick to spot any potential problems.
2. As a problem solver, she is likely to be very analytical and careful to take note of all the necessary information before committing herself to a decision. Therefore she should be a useful resource in terms of 'being sure of her facts', which in turn should help her to build credibility as a knowledgeable manager. She obtained a strong score on the abstract reasoning section of the Profile, which confirms her ability to understand complex or ambiguous information using a combination of logic and 'free thinking'.
3. Linked to the point above, although she seems highly cautious and concerned to operate within traditional guidelines, she has also shown a strong interest in creativity and innovation such that she should be happy to explore a wide range of solutions and concepts on behalf of her customers within the framework of what is practical and possible.
4. She seems to have a fairly forceful side to her character such that she is likely to hold her own in discussions and not be too ready to back down simply in order to keep the peace. She is likely to have a fairly assertive style of presenting her views, together with personally strong personal convictions about the issues that are important to her. This should go a long way towards convincing others that she is worth listening to. She does not appear to need the approbation of others to remain secure – she seems to know her own mind and should be prepared therefore to make controversial statements if a matter is important to her. As a manager, she is likely to tackle 'difficult' discussions directly and is unlikely to mince her words. She is unlikely to be reluctant to deal 'head on' with staff-related matters that require tough decisions or for her to issue unpopular directives.
5. She appears to enjoy building new contacts and understanding a wide range of people from different backgrounds. Her potentially gregarious style should allow her to set others at their ease and to convey a sense of confidence, even when interacting with complete strangers. This in turn should help her to build useful networks within the company and to act as an ambassador for her staff.

Areas of Developmental Opportunity

1. Hilary may sometimes be rather too controlling in her leadership style; her strong risk aversion and high personal standards suggest that she may be very wary about entrusting others with key tasks, so she may not always delegate 'generously' in such a way as to build the skills of her team. Overall, they may feel that they are on a very tight rein and that any mistakes they make will be pounced upon immediately.

2. Added to the point above, her forceful personal style and a tendency towards obstinacy and inflexibility, suggest that she may not always invite others to open up to her and she may dismiss their ideas without listening attentively to the full picture.

In order to get her own way, she may 'pull rank' and issue orders rather than negotiate for her position, and this could potentially make others feel that they are being told what to do rather than being recognised for their contributions.

3. She is likely to take a fair amount of time to reach her decisions and to undertake tasks to the appropriate standards. Thus, she may not always perform at her best under pressure and may resent having to compromise on her standards in order to hit a tight deadline.

Summary

Hilary appears to be a strong match for the role bearing in mind the above reservations. In particular, you may need to reassure yourself that she is capable of motivating more 'timid' or reserved individuals and building their morale by offering praise and relevant coaching, as well as issuing strict instructions.

Caliper Potential Report

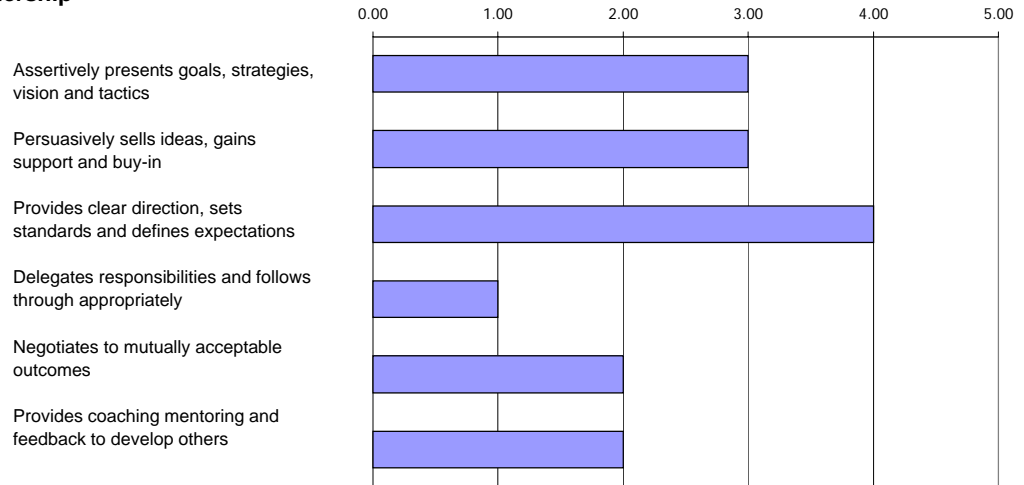
Hilary Manager
ABC Company Ltd

Support Manager

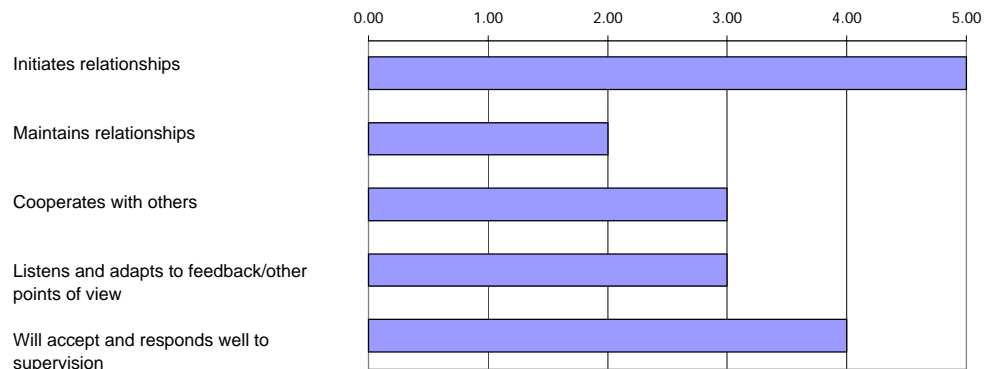
Consultant: Caliper Consultant
Date: Jun-06

KEY: 1 = Low - May require training, coaching and supervision
5 = High - Likely to engage in activity independently

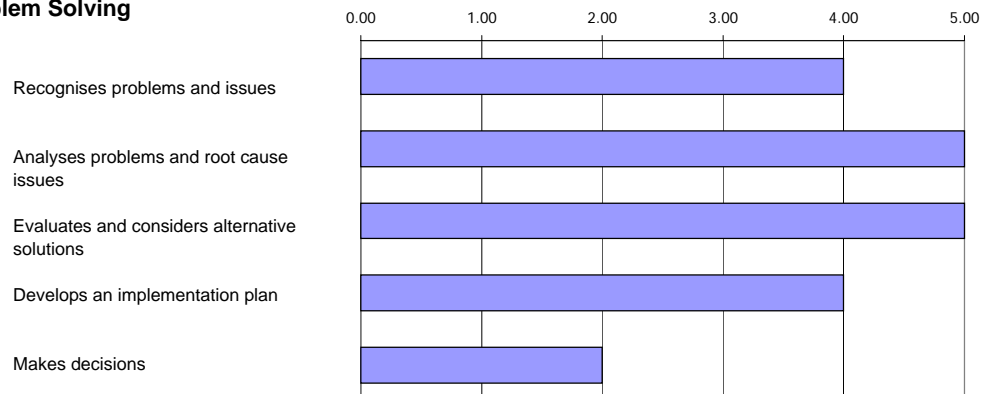
Leadership



Interpersonal

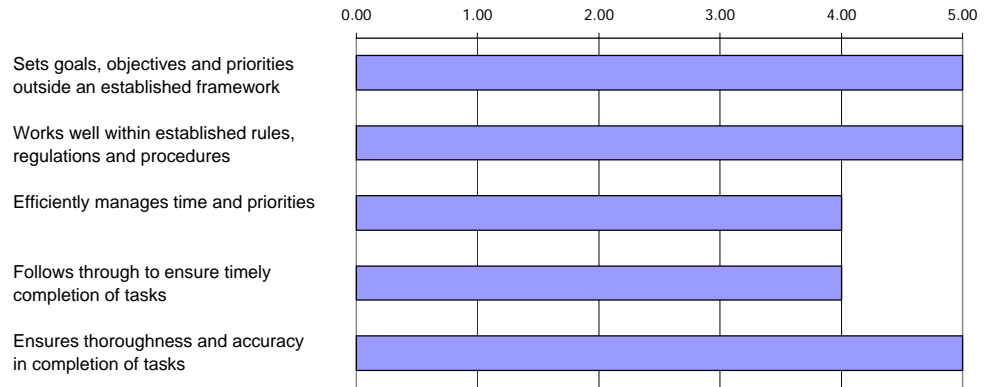


Problem Solving



KEY: 1 = **Low** - May require training, coaching and supervision
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Personal Organisation/Time Management



Based upon personality and motivational characteristics, behavioural tendencies and the job specification, this candidate is:

Matched
Matched with Reservations
Not Quite Matched
Not Matched



Note: This summary report is an interpretation of an individual's behaviour, based solely on their personality and motivations, as presented in their Caliper Profile and is related to the role for which they are being considered. Results of this assessment should never be used as the sole criterion for making a hiring, developmental, promotional or career decision.